

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 3, 2019/2020

### BOB 2614 ORGANISATIONAL BEHAVIOUR

(All sections/groups)

12 JUNE 2020

9.00 a.m – 12.00 p.m

(3 Hours)

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#### INSTRUCTIONS TO STUDENT

1. This question paper consists of **TWO (2)** pages with **ONE SECTION**.
2. **Answer ALL questions in the Answer Booklet provided.**

**Answer ALL questions.**

**QUESTION 1**

- (a) For many years, a consultant taxation firm focused on cognitive intelligence to promote the best employees into management positions. These people proved to be very good at income tax and other forms of corporate taxation analysis. Now, some executives believe that the tax firm should promote people into management based more on their emotional intelligence.

Explain why emotional intelligence might be a good (or better) predictor of management ability than the employee's cognitive intelligence.

**(15 marks)**

- (b) The Deans of FoB and FoM at Multimedia University claim that several lecturers are experiencing high levels of stress.

Briefly identify **TWO (2)** possible characteristics of lecturing that might have contributed to this stress. Describe **FIVE (5)** strategies that the Deans could use or to advise these lecturers.

**(10 marks)**

**QUESTION 2**

- (a) Joanne has recently been promoted as Head of Marketing at a fashion design company. She needs to coordinate with six team members to be in charge of XYZ Fashion Show at Kuala Lumpur. However, effective team is hard to form and there are many challenges threatening connected teams in an organisation.

Discuss **TWO (2)** problems that might be faced by Joanne and her team and suggest **ONE (1)** way to minimise each problem.

**(10 marks)**

- (b) Emotional contagion plays an important role in communication and social interaction at the workplace. Define emotional contagion and discuss **THREE (3)** benefits of this phenomenon.

**(15 marks)**

**Continued...**

**QUESTION 3**

- a) Briefly describe the **FIVE (5)** interpersonal conflict handling styles and discuss the circumstances in which each would be most appropriate.  
(15 marks)
- b) Discuss **FOUR (4)** categories of artifacts through which organisational culture is deciphered. Provide an example to each artifact to illustrate your answer.  
(10 marks)

**QUESTION 4**

- a) Recent writing suggests that there are several attributes which are consistently identified with effective leadership. Analyse **EIGHT (8)** personal attributes associated with effective leaders.  
(16 marks)
- b) With the aid of a diagram, analyse the elements of Lewin's force field analysis model.  
(9 marks)

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